

Individual capabilities
• PPP (development plan)

• infrastructure → Organizational
• Skills

BUILD INDIVIDUAL- (ourselves) & ORGANIZATIONAL CAPABILITIES (everything around us)

What is your biggest organizational challenge in bringing new people in?

Do you view your organization as a place where people can have a successful career?

What are some developmental opportunities within your organization?

What is the ultimate benefit of our PPP?
—development of people and skills.

How do you have a courageous, but necessary conversation with an employee on an area in which they need development?

How do you create a culture that invites feedback?

You have to be open & honest when giving feedback...

Demonstrate you value the work they've already done

Say "we think you can do more, but you aren't ready yet." ...Here are ways you can grow.

What are you going to do to make sure there are great developmental opportunities for new people?

When considering developmental opportunities, we consider both professional and personal commitments. They need to have strong leadership expertise and results; deep functional expertise; and broad company experience to develop and continue to grow.

WHAT MOTIVATES PEOPLE?

Do you think pay is the only motivator in developing individual & organizational capabilities?
—NO. Skills, increased opportunities also apply, although pay can also be a...
DEMOTIVATOR.

Work conditions
Work environments
Compensation
Sometimes recognition (sometimes not!)
being respected

We see the POTENTIAL!

What is the largest organizational capability issue you are facing right now?

When you think about the people you are responsible for, what common thread or organizational capability issues stand out?

As you think about your direct reports what common denominator represents a capability issue for you?

What areas could they all IMPROVE?